# II. INTRODUCTION AND SUMMARY

## A. BACKGROUND AND PURPOSE

This study was initiated by the City Manager to conduct an organizational and operational analysis of the department in an effort to increase process efficiency, customer satisfaction and delivery of accurate and timely services. Specifics included examining current workflows, organization structure, facilities, staffing, and service delivery of each division within the department and to identify recommendations for improvements.

The RFP for the study was issued March 17, 2014 with a pre-proposal conference on March 28. Proposals were due April 17, and interviews were held May 13. Zucker Systems was notified of its selection on May 19 and the City Council approved the contract on June 26. Zucker Systems staff spent time in Austin on August 5, 6, 7, September 2, 3, 4, 30, November 1, 2, October 28, 29, 30 and April 7, 8, 9.

## B. METHODOLOGY

Zucker Systems used a proprietary well-tested, integrated methodology for this study, as shown in Figure 1. We brought our extensive experience to the study, worked closely with Department staff, and solicited input and observations from customers and policy makers. The methodology is built on interrelating records, observations, and interviews. Each is necessary for valid studies. National research has shown that each one of these three—if relied upon exclusively—can be subject to substantial error. For example, record systems are often found to be as high as 50% in error, or the wrong things are measured. We used observations and interviews to verify records. Records and interviews were used to verify observations. Records and observations were used to verify interviews. Each group of people, shown in Figure 1, was an important part of the process.

**Figure 1**
**Methodology Overview**
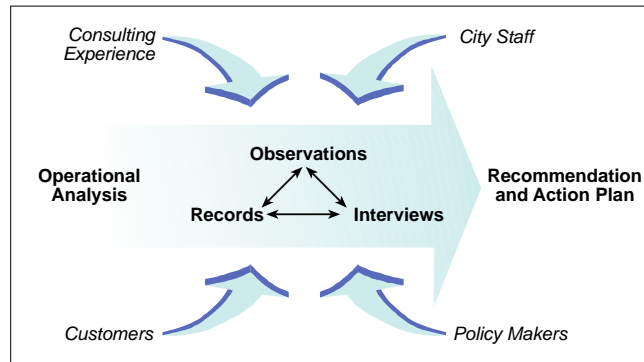


Specific activities conducted for this study included the following:

- 16 Stakeholder focus groups of 132 people;
- A mail survey to 2,101 applicants for development approvals or permits;
- Met with 274 employees in group meetings;
- Short questionnaire completed by 274 employees;
- Interviewed the chairperson of 9 Boards and Commissions;
- Long questionnaire completed by 204 employees;
- Interview with the City Manager;
- Interview with Assistant City Manager;
- Confidential interviews with 13 employees who requested individual interviews;
- Review of extensive background data and reports;
- Tour of the Department's offices; and
- Meeting with CodeNEXT Advisory Group.

# C. FINDINGS AND RECOMMENDATIONS

This assessment found many exemplary features within the Planning and Development Review Department as well as a number of areas where improvement is possible.

## Areas of Strength

Specific strengths include:

- Collocation of many planning development related functions;
- Website reports on activity numbers and performance standards;

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- Partial use of a robust software program, AMANDA;

- Work underway to upgrade AMANDA, accept plans and credit cards over the Internet, and electronic plan review;

- Good technology to manage customer wait and service times at the counters;

- GIS system and Web Viewer;

- Adoption of the Imagine Austin Comprehensive Plan;

- Work underway to update the Development Code, CodeNEXT;

- Willingness of staff to participate in this study;

- Detailed organization charts; and

- Detailed process for setting construction standards (Rules).

## Opportunities for Improvement

Problem areas and opportunities for improvement are described throughout this report. Many of these were pointed out to us in the employee surveys. What we consider to be seven key areas, or themes, are discussed in the Executive Summary, the first chapter in this report.

Table 1 summarizes the 462 recommendations and opportunities for improvement made throughout this study. To assist the reader, each summarized recommendation is cross-referenced to the page on which the supporting text appears. Although all of these recommendations are important, each was given a priority number in order to help the City with implementation. There are 125 priority number one recommendations, 266 priority number two recommendations and 71 priority number three recommendations. We are recommending an initial appropriation of $4,250,000 million to implement this report. The funds should be made available immediately.

To further help the City and the Department in implementation, we have also coded all the recommendations. "Phase One Actions" are recommendations that we believe should be completed in the first twelve months. "Phase Two Actions" we believe should be completed within 24 months.

There are 342 Phase One Action recommendations. Some of these are given priority 1, 2 or 3. However, that does not mean that only the priority 1 recommendations should be addressed. There are 120 Phase Two Action recommendations. PDRD should develop a detailed implementation plan with time targets for these recommendations.

For each recommendation, we also indicate a preliminary responsible party for implementation. The final column show how each recommendation relates to the seven key priority areas. Some recommendations may relate to more than one of the key priority areas.

*Note: This report and its topics are in most cases arranged in alphabetical order to assist the reader in finding material. The order of presentation has no relation to priorities.*

While the above priorities and action schedules should help the City with its implementation plan, it's essential to initially focus on the seven key priorities discussed in the Executive Summary. Additionally, we have highlighted a number or key recommendations' in bold type.

**Table 1**
**Table of Recommendations**

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 1. | **Agree on an implementation plan** | **PDRD Director, City Manager and the Mayor and City Council** | **41** | **1** | **X** | | **All** |
| | **ISSUES REATED TO ENTIRE PLANNING AND DEVELOPMENT DEPARTMENT** | | | | | | |
| | | | | | | | |
| 2. | Explore broken window theory issues in PDRD | Managers and Supervisors | 43 | 3 | | | 2 |
| 3. | Develop an approach for continued Stakeholder involvement in PDRD activities | Managers and Supervisors | 43 | 1 | X | | 2 |
| 4. | Develop strategy to improve communication in PDRD | Managers and Supervisors | 44 | 2 | X | | 2 |
| 5. | Continue internal newsletter and expand content | Public Info & Mktg Mrd | 44 | 2 | X | | 2 |
| 6. | Update and redesign all handouts | Managers and Supervisors | 45 | 2 | X | | 2 |
| 7. | Consultant to design signs and examine wayfinding for PDRD. | Support Services | 46 | 2 | X | | 2 |
| 8. | **Return all phone calls and emails same day received** | **Managers and Supervisors** | **46** | **1** | **X** | | **2** |
| 9. | Use percentages rather than averages in counter software | Bans System Analyst Supv | 47 | 2 | X | | 4 |
| 10. | Serve 90% of customers within 15 minute wait time at all counters | Managers of all counters | 48 | 2 | X | | 4 |
| 11. | Develop time strategy for all counters and monitor performance | Counter managers | 48 | 2 | X | | 4 |
| 12. | **Change culture in PDRD regarding plan reviews and responding to customers** | **Managers and Supervisors** | **48** | **1** | **X** | | **All** |
| 13. | Begin a phased in expediting process | Managers and Supervisors | 54 | 2 | | X | 4 |
| 14. | Review methodology for Expense Refunds | Financial Manager and Budget Officer | 57 | 2 | | X | 1 |
| 15. | Consider Expense Refund from Code Compliance | Financial Manager and Budget Officer | 57 | 2 | | X | 1 |
| 16. | Annual review of Transfers and Support Services for PDRD | Financial Manager | 58 | 2 | | X | 1 |
| 17. | **Develop separate account for One-Stop-Shop** | **Financial Manager and City Budget Office** | **65** | **1** | **X** | | **1** |
| 18. | **Appropriate $4,250,000 million to implement** | **City Council** | **65** | **1** | **X** | | **1** |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| | **this report** | | | | | | |
| 19. | **Establish reserve account for the One-Stop-Shop** | **City Budget Office and Legal Department** | **65** | **1** | | **X** | **1** |
| 20. | Do not reduce fees for large projects | Financial Manager | 66 | 2 | | X | 1 |
| 21. | Add fees after third review | Financial Manager | 66 | 2 | | X | 1 |
| 22. | Pursue grants for PDRD | Assistant Director, Comprehensive Planning | 67 | 2 | | X | 1 |
| 23. | Develop annual projection of development activity | Financial Manager | 69 | 2 | | X | 1 |
| 24. | Uniform office hours for all planning and development functions | PDRD and related departments | 70 | 3 | X | | 2 |
| 25. | Note office hours on handouts, website, etc. | Public Info & Mktg Mrd | 70 | 3 | X | | 2 |
| 26. | Appoint single attorney for Land Division | Legal Department | 70 | 2 | | X | 2 |
| 27. | Evaluate role of Code Enforcement and Legal Services Team | SSI Manager and Legal Department | 71 | 2 | X | | 2 |
| 28. | Clarify legal issues and services related to PDRD | PDRD and Legal Department | 71 | 2 | X | | 3 |
| 29. | Evaluate compensation level of PDRD legal advisor position. | HR | 71 | 2 | | X | 2 |
| 30. | **Locate PDRD and related departments in a one floor building** | **City Council** | **74** | **1** | | **X** | **2** |
| 31. | Remove words, "One-Stop-Shop" from signs | Public Info & Mktg Mrd | 75 | 2 | X | | 2 |
| 32. | Explore option of office trailers to address space needs | Chief Administrative Officer | 75 | 2 | X | | 2 |
| 33. | **Add Deputy Director for Operations to PDRD** | **PDRD Director** | **77** | **1** | **X** | | **2** |
| 34. | **PDRD Director to re-set priorities and increase delegation** | **PDRD Director** | **77** | **1** | **X** | | **2** |
| 35. | DAC, Plan review and Permit Center to report to the same Assistant Director | PDRD Director | 78 | 2 | X | | 2 |
| 36. | Land Use and Site/Subdivision Inspection to report to the same Assistant Director | PDRD Director | 78 | 2 | X | | 2 |
| 37. | **Financial Manager to report to Administrative Officer** | **PDRD Director** | **79** | **1** | **X** | | **2** |
| 38. | Change topics for Lead Team and Division Manager meetings | PDRD Director | 81 | 2 | X | | 2 |
| 39. | Have agenda for Lead Team and Division Managers meetings | PDRD Director3 | 81 | 3 | X | | 2 |
| 40. | Review attendance for Lead Team meetings | PDRD Director | 81 | 3 | X | | 2 |
| 41. | **Reduce or combine the number of reviewers for plan review in residential and commercial plan review.** | **PDRD Director** | **83** | **1** | | **X** | **2** |
| 42. | All reviewers of plan review should have times recorded in AMANDA | PDRD Director | 83 | 1 | X | | 5 |
| 43. | **Operating departments to be responsible for construction standards and up-date** | **Operating Departments** | **86** | **1** | | **X** | **3** |
| 44. | **Consolidate plan reviews and inspection in PDRD** | **City Manager** | **86** | **1** | **X** | | **3** |
| 45. | **Transfer operating department plan review staff and resources to PDRD as needed** | **City Manager** | **86** | **1** | **X** | | **3** |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 46. | **Consolidate all infrastructure inspection to PDRD** | **City Manager** | **87** | **1** | **X** | | **3** |
| 47. | **Hire consultants to analyze the recommendations re plan review and inspections** | **PDRD and all operating departments** | **88** | **1** | **X** | | **3** |
| 48. | Use three performance measure techniques as outline in the report | PDRD managers | 92 | 1 | X | | 4 |
| 49. | Present performance measures in more usable format | Chief Administrative Officer | 93 | 2 | X | | 4 |
| 50. | Modify website performance standards | PDRD and all departments | **93** | 1 | | X | 4 |
| 51. | All performance standards to be in business days | PDRD and all operating departments | 95 | 2 | | X | 4 |
| 52. | **Establish 90% target for meeting performance standards** | **PDRD and all departments** | **95** | **1** | **X** | | **4** |
| 53. | **Use additional staff or consultants as needed to meet performance standards** | **PDRD and all departments** | **97** | **1** | **X** | | **6** |
| 54. | **Adopt new performance standards as shown in Table 16** | **PDRD and all departments** | **101** | **1** | **X** | | **4** |
| 55. | Develop program to improve relation to industry | Public Info & Mktg Program Manager | 102 | 2 | X | | 2 |
| 56. | Strengthen relations to neighborhoods | Public Info & Mktg Program Manager | **102** | **1** | **X** | | **2** |
| 57. | Develop strategy to relate to all groups | Public Info & Mktg Program Manager | 106 | 3 | | X | 2 |
| 58. | Use consistent terminology | Public Info & Mktg Program Manager | 106 | 2 | | X | 2 |
| **BUILDING INSPECTION** | | | | | | | |
| **Organization Issues** | | | | | | | |
| 59. | Combine Building and Fire Board of Appeals, Electric Board, Mechanical, Plumbing and Solar Boards | City Council | 114 | 2 | X | | 2 |
| 60. | Remodel inspector office space | Support Services and Assistant Director | 114 | 2 | | X | - |
| 61. | Revise inspector job qualifications | PDRD HR and Assistant Director | 115 | 2 | X | | 6 |
| 62. | Revise Municipal Code re references to prior supervisor experience | PDRD HR and Assistant Director | 115 | 3 | | X | 6 |
| 63. | Add qualitative standards for building inspection | Assistant Director, CBO | 117 | 2 | | X | 4 |
| 64. | Add fees for excessive re-inspections | Assistant Director, CBO, Finance Officer | 118 | 2 | | | 1 |
| 65. | **Add the equivalent of three Combination Inspectors and one supervisor** | **Assistant Director, CBO, Finance Officer** | **120** | **1** | **X** | | **6** |
| 66. | Monitor the need for additional combination inspectors | Assistant Director, CBO | 120 | 2 | | X | 6 |
| 67. | Use contract inspectors or retired inspectors to supplement staff while permanent staff are undergoing additional training | Assistant Director, CBO | 123 | 2 | X | | 6 |
| **Policy Issues** | | | | | | | |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 68. | Adopt International Code Council national codes | Assistant Director, CBO | 124 | 2 | X | | 7 |
| 69. | Work to eliminate local code amendments | Assistant Director, CBO | 124 | 2 | | X | 7 |
| 70. | Change approach to expired permits | Assistant Director, CBO | 125 | 2 | X | | 7 |
| 71. | Record expired permits with life safety concerns against the property | Assistant Director, CBO | 125 | 2 | | X | 7 |
| 72. | Conduct site visits on projects approaching expiration date | Assistant Director, CBO | 125 | 2 | X | | 7 |
| 73. | Treat expired permits as part of work load | Assistant Director, CBO | 125 | 3 | | X | 7 |
| 74. | Extend active permits from 180 days to 365 days | Assistant Director, CBO | 126 | 2 | X | | 7 |
| 75. | Monitor third-party Special Inspections | Assistant Director, CBO | 127 | 2 | X | | 7 |
| **Process Issues** | | | | | | | |
| 76. | Resolve inspection concerns with Austin Energy | Chief Electrical Inspector and Austin Energy | 127 | 2 | X | | 3 |
| 77. | Expedite upgrading of field inspector computers | Assistant Director, CBO and IT | 128 | 2 | X | | 5 |
| 78. | Front counter staff to become Certified Permit Technicians | Assistant Director, CBO and PDRD HR | 128 | 2 | | X | 6 |
| 79. | Modify IVR system for better usability | Assistant Director, CBO and IT | 129 | 2 | X | | 5 |
| 80. | Contact other communities re IVR use | Assistant Director, CBO | 129 | 3 | | X | 5 |
| 81. | Post daily inspection schedules on-line | Assistant Director, CBO and IT | 130 | 2 | X | | 5 |
| 82. | City owned cell phones for inspectors | Assistant Director, CBO and Financial Officer | 130 | 1 | X | | 5 |
| 83. | Inspector cell phone numbers to be available to public | Assistant Director, CBO | 130 | 2 | X | | 2 |
| 84. | Update the Building Criteria Manual | Assistant Director, CBO | 131 | 2 | | X | 7 |
| 85. | Review use of G Drive | Assistant Director, CBO and Support Services | 131 | 2 | | X | 5 |
| 86. | Notify customers if next day inspection cannot be met | Assistant Director, CBO | 132 | 1 | X | | 2 |
| 87. | Redistribute inspection requests to meet performance standards | Assistant Director, CBO | 132 | 2 | X | | 4 |
| 88. | Implement an inspection audit program | Assistant Director, CBO | 133 | 1 | X | | 4 |
| 89. | Implement on-going in-house training program | Assistant Director, CBO, PDRD HR | 33 | 2 | X | | 6 |
| 90. | Training program for historical preservation developments | Assistant Director, CBO | 133 | 2 | X | | 6 |
| 91. | Improve Residential Combination Inspector Program | Assistant Director, CBO and State of Texas | 135 | 2 | | X | 6 |
| **COMMERCIAL PLAN REVIEW** | | | | | | | |
| **Organization Issues** | | | | | | | |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 92. | Review if all management positons are needed | Assistant Director, CBO, PDRD HR | 142 | 1 | X | | 2 |
| 93. | Increase qualifications for Plans Examiners | Assistant Director, CBO, PDRD HR, and HR | 142 | 1 | X | | 6 |
| 94. | Immediately fill the vacant Plan Review Coordinator positions | Assistant Director, CBO, PDRD HR, and HR | 143 | 1 | X | | 6 |
| 95. | Managers and supervisors to become more responsive to staff | Assistant Director, CBO | 143 | 2 | X | | 2 |
| 96. | Improve definitions of what is being measured for each performance standard | Assistant Director, CBO | 45 | 3 | | X | 4 |
| 97. | Include performance standards for Austin/Travis County Health, Austin Fire, Austin Water and Austin Energy | Austin/Travis County Health, and City Manager | 145 | 1 | X | | 4 |
| 98. | Monitor performance standards for all groups re staffing implications | Assistant Director, CBO | 146 | 2 | X | | 4 |
| 99. | **Set standards for commercial projects exceeding $1 million valuation to 20 work days** | **Assistant Director, CBO** | **147** | **1** | | | **4** |
| 100. | Use outside consultants to eliminate commercial plan review backlog | Assistant Director, CBO | 148 | 1 | X | | 6 |
| 101. | Establish plan review workload units | Assistant Director, CBO | 148 | 2 | | X | 6 |
| 102. | Monitor workload units re staff capacity | Assistant Director, CBO | 148 | 2 | | X | 6 |
| 103. | Use fee study to help determine workload units | Assistant Director, CBO and Financial Manager | 148 | 3 | | X | 1 |
| 104. | Use consulting contracts to help develop workload units | Assistant Director, CBO | 149 | 2 | X | | 6 |
| 105. | Complete plans examiner job descriptions and hire as necessary | Assistant Director, CBO, and HR | 149 | 2 | X | | 6 |
| 106. | **Add five position to commercial plan review** | **Assistant Director, CBO, and HR** | **149** | **1** | **X** | | **6** |
| 107. | **Add consultants for peak demand during training of new employees.** | **Assistant Director, CBO** | **150** | **1** | **X** | | **6** |
| **Policy Issues** | | | | | | | |
| 108. | Create career ladders for Commercial Plan Examiners | Assistant Director, CBO, and HR | 150 | 2 | | X | 6 |
| 109. | Encourage experienced inspectors to pursue employment as Plans Examiners | Assistant Director, CBO | 151 | 3 | | X | 6 |
| **Process Issues** | | | | | | | |
| 110. | Cross train commercial intake staff | Assistant Director, CBO | 151 | 3 | | X | 6 |
| 111. | Hire designer for consolidated counters | Assistant Director, CBO and Deputy Director | 151 | 2 | | X | - |
| 112. | Plans Examiners to perform Project Manager responsibilities | Assistant Director, CBO | 152 | 1 | X | | 7 |
| 113. | Update or add MOU's as needed to set Project Manager system | Assistant Director, CBO | 153 | 1 | X | | 7 |
| 114. | Modify the way projects are assigned to Plans Examiners | Assistant Director, CBO | 153 | 2 | X | | 7 |
| 115. | Audit work of Plans Examiners | Assistant Director, CBO | 153 | 2 | X | | 7 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 116. | First reviews to be comprehensive | Assistant Director, CBO | 154 | 1 | X | | 7 |
| 117. | Use audit results to improve in-house training | Assistant Director, CBO | 154 | 2 | | X | 7 |
| 118. | Audit program to include review of outside consultants | Assistant Director, CBO | 154 | 3 | | X | 7 |
| 119. | Review how Quick Turn-Around projects are determined | Assistant Director, CBO | 155 | 1 | X | | 7 |
| 120. | Assign Quick Turn-Around reviews to Plans Examiner I's | Assistant Director, CBO | 155 | 3 | | | 7 |
| **COMPREHENSIVE PLANNING** | | | | | | | |
| **Organization Issues** | | | | | | | |
| 121. | Have consistent entry of task orders | Assistant Director | 163 | 3 | X | | 7 |
| 122. | Create monthly performance reports | Assistant Director | 163 | 2 | X | | 4 |
| 123. | Create management plan for updating neighborhood/small area plans | Assistant Director | 163 | 1 | X | | - |
| 124. | Prepare work program for Demographer | Assistant Director | 164 | 2 | X | | 6 |
| **Policy Issues** | | | | | | | |
| 125. | Focus on Imagine Austin implementation | Assistant Director | 165 | 1 | X | | - |
| 126. | Add emphasis to nodal activity centers in CodeNEXT | Assistant Director | 166 | 2 | X | | - |
| 127. | Prepare and adopt an infrastructure plan | City Manager | 166 | 1 | X | | - |
| 128. | Work with Capital Austin | Assistant Director | 167 | 2 | X | | - |
| 129. | Consider the three strategies suggested in the report | Assistant Director | 167 | 3 | | X | - |
| 130. | Redefine neighborhood boundaries | City Council | 169 | 3 | | X | - |
| 131. | Define neighborhood advocacy approach | Assistant Director | 169 | 2 | X | | - |
| **Process Issues** | | | | | | | |
| 132. | Delegate FLUM constituency review | Assistant Director | 169 | 3 | X | | 7 |
| **CURRENT PLANNING** | | | | | | | |
| **Organization Issues** | | | | | | | |
| 133. | Eliminate and replace the OSS position on organization chart | Dvpt Srv Mgr | 176 | 3 | X | | 6 |
| 134. | Provide adequate administrative staff coverage for Board and Commission meetings | Dvpt Srv Mgr | 176 | 2 | X | | 6 |
| 135. | Administrative staff to complete work assignments | Dvpt Srv Mgr | 176 | 2 | X | | 4 |
| 136. | Update application forms and packets | Dvpt Srv Mgr | 177 | 2 | X | | 7 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 137. | All application forms to be computer fillable | Dvpt Srv Mgr | 177 | 2 | X | | 5 |
| 138. | Application forms to be available in Spanish and posted online | Dvpt Srv Mgr | 177 | 2 | | X | 2 |
| 139. | Work on changes to AMANDA to support managing Current Planning | Dvpt Srv Mgr, and IT | 178 | 2 | X | | 5 |
| 140. | Use out-cards for files | Dvpt Srv Mgr | 179 | 3 | X | | 7 |
| 141. | Develop protocols for electronic files | Dvpt Srv Mgr | 179 | 2 | X | | 5 |
| 142. | GIS system to use both assessor parcel numbers and address numbers | Dvpt Srv Mgr and IT | 180 | 2 | X | | 5 |
| 143. | Revise reoccurring meetings as outlined in the report | Dvpt Srv Mgr | 181 | 2 | X | | 2 |
| 144. | Discuss mission and training in staff meetings | Dvpt Srv Mgr | 181 | 2 | X | | 2 |
| 145. | Code Amendment Planner to attend CodeNEXT meetings | Dvpt Srv Mgr | 182 | 2 | X | | 2 |
| 146. | Create a policies and procedures manual | Dvpt Srv Mgr | 183 | 2 | | X | 7 |
| 147. | **Empower current planners to be Project Managers** | **Dvpt Srv Mgr** | **185** | **1** | **X** | | **7** |
| 148. | Solve technology issues related to the Current Planning Division | PDRD IT staff | 186 | 3 | X | | 5 |
| 149. | Conduct internal training sessions on topics outlined in the report | Dvpt Srv Mgr, PDRD HR | 188 | 2 | X | | 7 |
| 150. | Identify training needs related to customer service and the AMANDA system | Dvpt Srv Mgr | 188 | 2 | X | | 7 |
| 151. | Provide cross training for current planners | Dvpt Srv Mgr, PDRD HR | 189 | 3 | | X | 7 |
| 152. | Create an annual Work Program | Dvpt Srv Mgr | 189 | 2 | X | | 4 |
| **Process Issues** | | | | | | | |
| 153. | Create policy to reject incomplete applications | Dvpt Srv Mgr | 193 | 1 | X | | 7 |
| 154. | Give priority to electronic submittals and payments for Administrative applications | Dvpt Srv Mgr, and IT | 193 | 2 | X | | 5 |
| 155. | Full processing of Administrative applications electronically | Dvpt Srv Mgr | 193 | 1 | X | | 5 |
| 156. | Following electronic process delegate case management to principal level staff | Dvpt Srv Mgr | 193 | 2 | X | | 7 |
| 157. | Update MUD and PID policies and provide an growth management framework | City Council | 195 | 1 | X | | - |
| 158. | Create and electronic Annexation Module | Dvpt Srv Mgr and IT | 197 | 2 | X | | 7 |
| 159. | Create a staffing model for the Code Amendment function | Dvpt Srv Mgr, PDRD HR | 198 | 2 | X | | 6 |
| 160. | Create an electronic Code Amendment Process Module | Dvpt Srv Mgr and IT | 201 | 2 | X | | 5 |
| 161. | Create a staffing module for the Historic Preservation function | Dvpt Srv Mgr, PDRD HR | 201 | 2 | X | | 6 |
| 162. | Provide for online submittal and payment of Historic Preservation applications | Dvpt Srv Mgr | 205 | 1 | X | | 5 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 163. | Post flow charts of Historic preservation process on-line | Dvpt Srv Mgr | 205 | 3 | | X | 5 |
| 164. | Do completeness checks for Zoning application if 5 working days | Dvpt Srv Mgr | 209 | 1 | X | | 4 |
| 165. | Distribute all applications in 1-2 working days | Dvpt Srv Mgr | 210 | 1 | X | | 4 |
| 166. | **Establish a DRC function for complex zoning projects** | **Dvpt Srv Mgr** | **212** | **1** | **X** | | **7** |
| 167. | Purchase I -pads or laptops for all Commission members | IT Manager | 214 | 2 | | X | 5 |
| 168. | Distribute packets electronically | Dvpt Srv Mgr and IT | 215 | 2 | | X | 5 |
| 169. | Use electronic system for ordinance drafting process | Dvpt Srv Mgr and IT | 215 | 2 | X | | 5 |
| 170. | Modify City Council post postponement policy | City Council | 217 | 3 | | X | 7 |
| **CodeNEXT Team** | | | | | | | |
| 171. | Appropriation for mapping and an electronic code | City Council | 225 | 1 | X | | 5 |
| 172. | PDRD Director to actively participate in CodeNEXT | PDRD Director | 225 | 1 | X | | 2 |
| **DEVELOPMENT ASSISTAMCE CENTER (DAC)** | | | | | | | |
| 173. | Designate several lead employees | Mgr Develop Assistance Services, PDRD HR | 233 | 1 | X | | 2 |
| 174. | Establish employee performance standards | Mgr Develop Assistance Services, PDRD HR | 233 | 2 | X | | 2 |
| 175. | Establish approach to staffing levels | Mgr Develop Assistance Services, PDRD HR | 235 | 2 | X | | 6 |
| 176. | Provide backup for Environmental Review Specialists | Mgr Develop Assistance Services and Land Use Division | 236 | 1 | X | | 6 |
| 177. | Examine how DAC specialists are managed | Mgr Develop Assistance Services and Land Use Division | 236 | 2 | X | | 2 |
| 178. | Examine if Records Management needs additional staffing | Mgr Develop Assistance Services | 237 | 2 | X | | 2 |
| 179. | Add four staff or consultants to DAC | Mgr Develop Assistance Services | 238 | 1 | X | | 2 |
| **Process Issues** | | | | | | | |
| 180. | Deliver plans approved by Commercial and Residential Plan Review to first floor DAC for distribution | Mgr Develop Assistance Services | 238 | 2 | X | | 7 |
| 181. | Improve signage in DAC | Mgr Develop Assistance Services | 239 | 2 | X | | 2 |
| 182. | Complete meeting summaries of customer meetings | Mgr Develop Assistance Services | 239 | 2 | X | | 2 |
| 183. | Manage to methodically disseminate information to all employees | Mgr Develop Assistance Services | 240 | 1 | X | | 2 |
| 184. | Schedule staff meetings to disseminate information | Mgr Develop Assistance Services | 240 | 2 | X | | 2 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 185. | Communicate process and interpretation changes to employees | Mgr Develop Assistance Services | 240 | 1 | X | | 2 |
| 186. | Place public notices in secure location | Mgr Develop Assistance Services | 241 | 3 | | X | 2 |
| 187. | Use large print for posted notices | Mgr Develop Assistance Services | 241 | 3 | | X | 2 |
| 188. | Make handouts attractive and readable | Mgr Develop Assistance Services | 241 | 2 | X | | 2 |
| 189. | Examine availability of technology to redact confidential information from documents | Mgr Develop Assistance Services | 242 | 3 | | X | 5 |
| 190. | **Examine possibility to eliminate maintaining approved site plans** | **Mgr Develop Assistance Services** | **242** | **1** | **X** | | **7** |
| 191. | Move large files of site plan mylars off site | Mgr Develop Assistance Services | 243 | 3 | | X | - |
| **LAND USE REVIEW** | | | | | | | |
| 192. | Examine possibility to increase cost reimbursement for PIRs | Managing Engineer and Legal Department | 254 | 3 | | X | 1 |
| 193. | Review legal support for Land Use Documents | Managing Engineer and Legal Department | 254 | 2 | X | | 2 |
| 194. | Configure AMANDA to collect and report on data for Intake/Notification | Administrative Supervisor and CTM | 255 | 2 | X | | 5 |
| 195. | Address Managing Engineer span of control issues | Managing Engineer and supervisors | 256 | 2 | X | | 2 |
| 196. | Revise content and approach to reoccurring meetings | Managing Engineer | 256 | 2 | X | | 2 |
| 197. | Update Land Use training manuals | Each section manager | 259 | 2 | X | | 6 |
| 198. | Policy and procedural changes to be discussed and announced to all staff in advance of implementation | Managing Engineer | 259 | 1 | X | | 2 |
| 199. | Add one customer service representative | Managing Engineer | 260 | 1 | X | | 6 |
| 200. | Create a staffing model for Intake and Notification | Managing Engineer | 260 | 2 | X | | 6 |
| 201. | Carefully monitor staff turnover in Land Use | Managing Engineer, PDRD HR, and HR | 261 | 2 | | X | 6 |
| 202. | Correct Land Use related AMANDA issues | Managing Engineer and CTM | 262 | 2 | X | | 5 |
| 203. | Examine if walk-in City Arborist customers could be included in CWS system | Managing Engineer and CTM | 262 | 2 | X | | 5 |
| 204. | Expand internal training re consistency | Managing Engineer and PDRD HR | 263 | 1 | X | | 2 |
| 205. | Expand AMADA training | Managing Engineer and PDRD HR | 263 | 2 | X | | 5 |
| 206. | Conduct staff cross training | Managing Engineer, and PDRD HR | 263 | 2 | X | | 6 |
| 207. | Clarify responsibilities re Travis County | Managing Engineer and Travis County | 264 | 3 | | X | 3 |
| **Specialized Land Use Division Sections** | | | | | | | |
| 208. | Solve coordination issues with City Attorney | Managing Engineer and City Attorney | 265 | 2 | X | | 3 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 209. | Conduct detailed staffing analysis for Environmental Section | Managing Engineer and Env Prgm Coord | 266 | 2 | X | | 6 |
| 210. | The 245 Grandfathering meetings should be open and include an applicant presentation | Managing Engineer | 267 | 1 | X | | 7 |
| 211. | Review option of moving Barton Springs Operating Permits to Site and Subdivision Division | Managing Engineer, Assistant Director and Division Manager Construction Inspection | 267 | 2 | | X | 2 |
| 212. | Examine if General Permit Program is sufficiently offset by franchise fees | Managing Engineer | 267 | 2 | | X | 1 |
| 213. | Add transportation engineer to Transportation Section | Managing Engineer | 267 | 1 | X | | 6 |
| 214. | Review job qualifications and specification for Planner Seniors in Transportation Review Section | Managing Engineer, PDRD HR,  and HR | 268 | 2 | X | | 6 |
| 215. | Determine how to meet AMANDA timelines 90% of the time | Managing Engineer | 268 | 1 | X | | 5 |
| 216. | Review staffing levels after job specification review | Managing Engineer and HR | 268 | 2 | X | | 6 |
| 217. | Review Supervising Engineers delegation | Managing Engineer and Supervising Engineer | 269 | 2 | X | | 2 |
| 218. | Review reporting relation of Engineer B located within DAC | Managing Engineer and DAC manager | 270 | 1 | X | | 2 |
| **Process Issues** | | | | | | | |
| 219. | Application review process to follow four items outlined in the report | Managing Engineer | 271 | 1 | X | | 4 |
| 220. | Set site plan and subdivision review times as shown in the table | Managing Engineer | 272 | 1 | X | | 4 |
| 221. | Update Administrative Site Plan flow chart | Managing Engineer | 274 | 2 | X | | 7 |
| 222. | Update Administrative Subdivision review flow chart | Managing Engineer | 275 | 2 | X | | 7 |
| 223. | Update submittal checklist for Commission approved applications | Managing Engineer | 275 | 2 | X | | 7 |
| 224. | Assign Completeness Check Review process to Intake/Notification function | Managing Engineer | 276 | 2 | X | | 7 |
| 225. | Update Procedure Manual for submittal processes | Managing Engineer | 277 | 2 | X | | 7 |
| 226. | Automate completeness check process | Managing Engineer | 277 | 2 | X | | 7 |
| 227. | Review site plan and subdivision submittal checklist | Managing Engineer | 278 | 2 | X | | 7 |
| 228. | AMANDA to calculate accurate review due dates | Managing Engineer and IT | 278 | 1 | X | | 5 |
| 229. | Correct AMANDA re reviewers in completeness check process | Managing Engineer and IT | 278 | 2 | X | | 5 |
| 230. | Configure AMANDA to accurately handle all fees | Managing Engineer and IT | 279 | 1 | X | | 5 |
| 231. | Set AMANDA so customers can see comments and check progress | Managing Engineer and PDRD IT | 279 | 2 | X | | 5 |
| 232. | Completeness review in 5 business days | Managing Engineer | 279 | 1 | X | | 4 |
| 233. | Configure AMANDA for autofill and automatic emails | Managing Engineer and IT | 280 | 1 | X | | 5 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 234. | Amend Interlocal Agreement with Travis County re performance standards | Managing Engineer, Travis County, and Assistant Director | 283 | 2 | X | | 4 |
| 235. | Update administrative checklist to reduce copies | Managing Engineer | 284 | 2 | X | | 7 |
| 236. | Add temporary or contract staff to remove intake function backlog | Managing Engineer | 287 | 1 | X | | 6 |
| 237. | Provide early notice within 3 days of application receipt | Managing Engineer | 288 | 2 | X | | 7 |
| 238. | Narrow criteria for invoking Appeals for time extensions | Managing Engineer | 291 | 2 | | X | 7 |
| 239. | **Site Plan staff to act as true Project Managers** | **Managing Engineer and Director** | **291** | **1** | **X** | | **7** |
| 240. | Review the qualifications for site plan case managers | Managing Engineer | 292 | 2 | X | | 7 |
| 241. | Streamline site plan and subdivision staff reports | Managing Engineer | 292 | 2 | | X | 7 |
| 242. | Expand items for administrative subdivision cases | City Council | 293 | 1 | | X | 7 |
| 243. | Allow some final plats to be approved administratively | City Council | 293 | 1 | | X | 7 |
| **Site Plans** | | | | | | | |
| 244. | Consolidate site plan application to single Master Application | Managing Engineer | 298 | 2 | X | | 7 |
| 245. | Publish Development Guide for Site Plans | Managing Engineer | 298 | 2 | | X | 7 |
| 246. | Configure AMANDA to collect and report on case load by reviewer | Managing Engineer, PDRD IT, and CTM | 299 | 2 | X | | 5 |
| 247. | Use out card system for paper files | Managing Engineer | 299 | 3 | X | | 7 |
| 248. | Training policies and procedures to reflect code and operational changes | Managing Engineer and PDRD HR | 300 | 2 | X | | 7 |
| 249. | Integrate additional GIS data into AMANDA | Managing Engineer and IT | 300 | 2 | | X | 5 |
| 250. | Simplify the site plan flow chart for the public | Managing Engineer | 306 | 2 | | X | 2 |
| 251. | Add a planner to the site plan function | Managing Engineer | 307 | 1 | X | | 6 |
| 252. | Develop staffing model for site plan review | Managing Engineer and PDRD HR | 308 | 2 | X | | 6 |
| 253. | **Hire contract staff to remove site plan backlog** | **Managing Engineer** | **308** | **1** | **X** | | **6** |
| 254. | **Develop a strategy to remove the site plan backlog** | **Managing Engineer** | **308** | **1** | **X** | | **4** |
| 255. | Conduct internal training on site plan process | Dev Svc Proc Coord and PDRD HR | 308 | 2 | X | | 7 |
| **Subdivisions** | | | | | | | |
| 256. | Update subdivision flow chart | Dev Svc Proc Coord | 310 | 2 | X | | 7 |
| 257. | Add drafting table for short term needs | Dev Svc Proc Coord | 314 | 3 | X | | - |
| 258. | Add Adobe Reader software | Dev Svc Proc Coord and PDRD IT | 314 | 3 | X | | 5 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 259. | Update subdivision policies and procedures manual | Dev Svc Proc Coord | 315 | 2 | X | | 7 |
| 260. | Add one employee to subdivision function | Dev Svc Proc Coord | 316 | 1 | X | | 6 |
| 261. | Integrate variance and waiver data into AMANDA | PDRD IT | 316 | 2 | | X | 5 |
| **Tree Process – Arborist/Urban Forestry** | | | | | | | |
| 262. | Configure AMANDA for the Arborist functions | Prgm Mgr. Urban Forestry, PDRD IT and CTM | 319 | 2 | | X | 5 |
| 263. | Develop procedures for file management | Prgm Mgr. Urban Forestry | 319 | 3 | | X | 7 |
| 264. | Modify reoccurring meetings as outlined in the report | Prgm Mgr. Urban Forestry | 320 | 2 | X | | 7 |
| 265. | Reconfigure 4th floor reception area | Support Services | 320 | 2 | | X | - |
| 266. | Create a staffing model for the Arborist/Urban Forestry function | Prgm Mgr. Urban Forestry and PDRD HR | 321 | 2 | X | | 6 |
| **PERMIT CENTER** | | | | | | | |
| **Organizational Issues** | | | | | | | |
| 267. | Establish career ladder for Permit Review Specialist | Permit Program Supervisor, PDRD HR, and HR | 326 | 2 | | X | 6 |
| 268. | Cashier to report to Permit Center | Permit Center and Support Services | 327 | 3 | X | | 2 |
| 269. | Conduct monthly staff meetings | Permit Program Supervisor | 327 | 2 | X | | 2 |
| 270. | Develop improved method to communicate with staff | Permit Program Supervisor and Support Services | 328 | 2 | X | | 2 |
| 271. | Residential Review Manager and Permit Center Supervisor to meet weekly | Permit Program Supervisor and Residential Review Manager | 328 | 2 | X | | 2 |
| 272. | Train for enhanced leadership for the Permit Center Supervisor | Assistant Director, Division Manager, PDRD HR, and HR | 328 | 1 | X | | 2 |
| 273. | Revise the Permit Center Performance Measures table | Permit Program Supervisor | 330 | 1 | X | | 4 |
| 274. | Update activity levels quarterly | Permit Program Supervisor | 332 | 2 | X | | 4 |
| 275. | Add 3 Permit Review Specialists to Permit Center | City Council | 333 | 1 | X | | 6 |
| 276. | Require Permit Review Specialist to possess certification as a Permit Technician | Permit Program Supervisor, PDRD HR, and HR | 334 | 1 | | X | 6 |
| **Policy Issues** | | | | | | | |
| 277. | Establish weekly in-house training program | Permit Program Supervisor and PDRD HR | 334 | 1 | X | | 6 |
| 278. | Reception desk to be permanent highly qualified position | Permit Program Supervisor | 335 | 1 | X | | 6 |
| 279. | Develop comprehensive training program for new employees | Permit Program Supervisor | 335 | 1 | X | | 6 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| **Process Issues** | | | | | | | |
| 280. | Develop employee audit program | Permit Program Supervisor, Finance Manager, PDRD HR, and HR | 335 | 2 | | X | 6 |
| 281. | Following on-line permits, phase out escrow accounts | Permit Program Supervisor and Finance Manager | 336 | 2 | | X | 1 |
| 282. | Reassign staff re fax function | Permit Program Supervisor | 336 | 3 | | X | 2 |
| 283. | Use technology to track and locate plans and documents | Permit Program Supervisor and PDRD IT | 337 | 3 | | X | 5 |
| 284. | Expand Permit Center | Permit Program Supervisor and Support Services | 338 | 2 | X | | - |
| 285. | Create a policies and procedures manual | Permit Program Supervisor | 339 | 2 | X | | 7 |
| **RESIDENTIAL PLAN REVIEW** | | | | | | | |
| **Organization Issues** | | | | | | | |
| 286. | Provide workspace to accommodate plans | Dvpt Srv Mgr and Support Services | 346 | 2 | X | | - |
| 287. | Add conference rooms to second floor | Dvpt Srv Mgr and Support Services | 346 | 2 | | X | - |
| 288. | **Adopt new performance standards for residential review** | **Dvpt Srv Mgr** | **347** | **1** | **X** | | **4** |
| 289. | Revise Performance Measures Table | Dvpt Srv Mgr | 349 | 2 | X | | 4 |
| 290. | Combine Residential and Commercial Intake counters | Dvpt Srv Mgr and Support Services | 350 | 2 | | X | 7 |
| 291. | **Formally develop Project Manager Program** | **Dvpt Srv Mgr** | **350** | **1** | **X** | | **7** |
| 292. | Revise reporting for counter wait times | Dvpt Srv Mgr and IT | 351 | 2 | X | | 5 |
| 293. | Be more specific on purpose of customer visits | Dvpt Srv Mgr and IT | 351 | 2 | X | | 5 |
| 294. | Staff to track time in AMANDA | Dvpt Srv Mgr and PDRD IT | 352 | 2 | | X | 5 |
| 295. | With new data, establish staffing levels | Dvpt Srv Mgr | 352 | 1 | | X | 6 |
| 296. | Hire contract staff to meet performance standards | Dvpt Srv Mgr | 354 | 1 | X | | 4 |
| 297. | Residential Technical Plan Review to report to the Chief Plans Examiner | Dvpt Srv Mgr and Chief Plans Examiner | 354 | 2 | X | | 2 |
| 298. | Expand staff training program for residential plan review | Dvpt Srv Mgr | 355 | 2 | X | | 2 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 299. | Joint training Residential Review Planners and Current Planning | Dvpt Srv Mgr and Current Planning | 355 | 2 | X | | 2 |
| 300. | Additional computer training | Dvpt Srv Mgr and IT | 355 | 2 | X | | 5 |
| **Policy Issues** | | | | | | | |
| 301. | Develop staff audit program | Dvpt Srv Mgr, PDRD HR, and HR | 356 | 2 | | X | 2 |
| 302. | Improve communication between Current Planning and Residential Review | Dvpt Srv Mgr, Current Planning manager, and Assistant Directors | 357 | 2 | X | | 2 |
| 303. | Document meetings with customers in AMANDA | Dvpt Srv Mgr | 357 | 2 | X | | 5 |
| 304. | Create an inspector ride-along program for plans examiners | Building Official | 358 | 2 | X | | 2 |
| 305. | Identify expired permits with life safety issues | Dvpt Srv Mgr | 358 | 2 | | X | 7 |
| 306. | Plans Examiners to be certified to perform residential plan review | Dvpt Srv Mgr, PDRD HR, and HR | 359 | 2 | | X | 6 |
| **Process Issues** | | | | | | | |
| 307. | Develop audit program for zoning plan review and technical plan review | Dvpt Srv Mgr | 360 | 2 | X | | 4 |
| 308. | Periodically audit intake staff performance | Assistant Director, CBO | 360 | 2 | | X | 4 |
| 309. | Do not Assign express plan reviews to Sr. level Plans Examiners | Dvpt Srv Mgr | 361 | 3 | | X | 2 |
| 310. | Develop simple flow chart for the permit submittal process | Dvpt Srv Mgr | 362 | 3 | X | | 7 |
| 311. | Enter all required information into AMANDA before saying permit is ready | Assistant Director, CBO | 362 | 1 | X | | 5 |
| 312. | Purchase additional scanning machines | Support Services | 363 | 2 | X | | 5 |
| 313. | Prepare comprehensive Zoning interpretations Manual | Dvpt Srv Mgr | 363 | 2 | X | | 7 |
| **SITE AND SUBDIVISION INSPECTION (SSI)** | | | | | | | |
| **Organization Issues** | | | | | | | |
| 314. | Bi-weekly meetings SSI and Land Use Managers | Division Manager Construction Inspection and Land Use Manager | 370 | 2 | X | | 2 |
| 315. | Develop notice system for Land Use projects to be permitted in next 30-45 days | Division Manager Construction Inspection and Land Use Manager | 370 | 3 | X | | 4 |
| 316. | Fill vacant Engineer C position | Division Manager Construction Inspection and PDRD HR | 370 | 1 | X | | 6 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 317. | The supervisors for R/W Excavation, and Utilities ("Tap"), should report to the Professional Engineer (Engineer C) | Division Manager Construction Inspection and PDRD HR | 370 | 2 | X | | 2 |
| 318. | Review workload for Excavation and R/W inspection group | Division Manager Construction Inspection | 371 | 1 | X | | 6 |
| 319. | Environmental Inspection Group to be more integrated with SSI division management | Division Manager Construction Inspection | 371 | 2 | X | | 2 |
| 320. | Add Administrative Supervisor position | Division Manager Construction Inspection and HR | 372 | 1 | X | | 6 |
| 321. | EV Admin specialist to report to Administrative Supervisor positon | Division Manager Construction Inspection and PDRD HR | 372 | 2 | X | | 2 |
| 322. | Increase delegation to key supervisors | Division Manager Construction Inspection | 372 | 2 | X | | 2 |
| 323. | Revise SSI Organization Chart as shown | Division Manager Construction Inspection | 373 | 1 | X | | 2 |
| 324. | All calls for inspection to come through Intake and Acceptance work group | Division Manager Construction Inspection | 374 | 2 | X | | 7 |
| 325. | Show incoming work group at a staff level position | Division Manager Construction Inspection | 375 | 3 | X | | 2 |
| 326. | Review if three offices is optimal | Division Manager Construction Inspection | 375 | 3 | | X | - |
| 327. | If PDRD moves to new facility, include SSI Division | Division Manager Construction Inspection | 375 | 3 | | X | - |
| 328. | Expand content of SSI meetings | Division Manager Construction Inspection | 377 | 2 | X | | 2 |
| 329. | Have quarterly division wide staff meeting | Division Manager Construction Inspection | 377 | 3 | | X | 2 |
| 330. | Rename Tap group to reflect actual assignments | Division Manager Construction Inspection | 377 | 3 | X | | 2 |
| 331. | Conduct tailgate safety meetings | Division Manager Construction Inspection and PDRD HR | 378 | 3 | X | | 7 |
| 332. | Develop policies for City vehicles | Division Manager Construction Inspection and PDRD HR | 378 | 3 | | X | - |
| 333. | Provide on call consultants for field inspection staff | Division Manager Construction Inspection | 381 | 1 | X | | 6 |
| 334. | Use on call consultants prior to adding any permanent staff | Division Manager Construction Inspection | 381 | 1 | X | | 6 |
| 335. | Develop a staffing model | Division Manager Construction Inspection and PDRD HR | 381 | 2 | | X | 6 |
| 336. | Use Land Use Division data to project workload | Division Manager Construction Inspection | 381 | 3 | X | | 6 |
| **Policy Issues** | | | | | | | |
| 337. | Modify the way testing laboratories are assigned for SSI | Division Manager Construction Inspection and Public Works | 382 | 2 | X | | 7 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 338. | Testing lab to be available within 5 days of request for service | Division Manager Construction Inspection | 383 | 2 | X | | 4 |
| 339. | Testing labs to provide same day testing for calls made prior to 10 am | Division Manager Construction Inspection | 383 | 2 | X | | 4 |
| 340. | Update website re SSI functions | Division Manager Construction Inspection and web master | 383 | 3 | X | | 5 |
| 341. | **Increase staff judgment and modifications in the field** | **Division Manager Construction Inspection** | **384** | **1** | **X** | | **2** |
| 342. | Document plan changes or deviations in AMANDA | Division Manager Construction Inspection, PDRD IT, and CTM | 384 | 2 | X | | 5 |
| 343. | Complete a policies and procedures manual | Division Manager Construction Inspection | 385 | 2 | | X | 7 |
| 344. | Acknowledge inspection requests in 24 hrs. | Division Manager Construction Inspection | 386 | 2 | X | | 4 |
| 345. | Forward advance notice of pending Land Use approvals to SSI | Land Use manager | 386 | 2 | X | | 7 |
| 346. | Monitor response times for call for inspection | Division Manager Construction Inspection | 386 | 2 | | X | 4 |
| 347. | Have calls for inspection via Internet as well as IVR | Division Manager Construction Inspection and IT | 386 | 2 | | X | 7 |
| 348. | Set per-construction conferences within 5 working days of request for inspection | Division Manager Construction Inspection | 387 | 2 | X | | 4 |
| 349. | Provide dedicated phone line for IVR calls. | Division Manager Construction Inspection and IT | 387 | 2 | | X | 2 |
| **Process Issues** | | | | | | | |
| 350. | SSI and Land Use to review how well they are partnering | Division Manager Construction Inspection and Land Use | 388 | 2 | X | | 2 |
| 351. | Initiate partner process with other departments | Division Manager Construction Inspection | 388 | 1 | X | | 3 |
| 352. | Full size plan sets to be on all job sites | Division Manager Construction Inspection | 390 | 2 | X | | 7 |
| 353. | Develop a mobile paperless system | Division Manager Construction Inspection and IT | 391 | 1 | X | | 5 |
| 354. | Continue to evolve work assignment scoring system | Division Manager Construction Inspection | 394 | 2 | X | | 6 |
| **SUPPORT SERVICES, BUDGET, ACCOUNTING & FISCAL SURETY** | | | | | | | |
| 355. | **All Budget and accounting functions to report to Chief Administrative Officer** | **PDRD Director** | **399** | **1** | X | | **1** |
| 356. | Provide smart boards for all the conference rooms | IT | 399 | 2 | X | | - |
| 357. | Up-date facilities with paint and carpets | Support Services | 399 | 2 | | X | - |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 358. | No city vehicles to park in surface lot outside the building | Support Services and Building Management for One Texas Center | 400 | 3 | X | | - |
| 359. | Modify Support Services performance measures | Chief Administrative Office | 401 | 3 | X | | 4 |
| 360. | PDRD revenue to indicate in CAMPO booking is part of the revenue | Financial Manager | 401 | 2 | X | | 1 |
| 361. | Conduct review of cashier function | Accounting Manager | 402 | 2 | X | | 2 |
| 362. | Monitor impact of new credit card system | Accounting Manager | 402 | 2 | | X | 1 |
| 363. | Undertake a review of the Surety system | Accounting Manager | 402 | 3 | | X | 1 |
| 364. | Accounting Manager to report to Financial Manager | Chief Administrative Officer | 403 | 2 | X | | 2 |
| 365. | Determine how Tree Mitigation fees show in PDRD budget | Financial Manager | 403 | 2 | X | | 1 |
| 366. | Create career advancement plans for all PDRD employees | PDRD HR, HR, and Department Director | 405 | 2 | | X | 6 |
| 367. | Conduct detailed review of professional registrations and memberships | PDRD HR and Department Director | 406 | 2 | X | | 6 |
| 368. | Add $15,000 to 2014-15 budget for professional registrations | City Council | 406 | 1 | X | | 6 |
| 369. | Prepare and circulate clear policy on Conflict of Interest | PDRD HR and Department Director | 407 | 2 | X | | 6 |
| 370. | Address any conflict of interest issues | Human Resources Manager and PDRD Director | 407 | 2 | X | | 6 |
| 371. | Develop employee orientation program | Human Resources Manager | 408 | 2 | | X | 6 |
| 372. | Improve communication re the hiring and promotion process | Human Resources Manager | 408 | 2 | X | | 2 |
| 373. | Conduct training session on hiring process | Human Resources Manager | 409 | 2 | X | | 2 |
| 374. | Review and update all job descriptions | PDRD HR and all managers and supervisors | 409 | 2 | | X | 6 |
| 375. | Update pay and classification study for PDRD | PDRD HR and HR | 409 | 2 | | X | 6 |
| 376. | Develop performance standards for all position | PDRD HR and all managers and supervisors | 410 | 3 | | X | 4 |
| 377. | Review handling of certification requirements during probation | PDRD HR and all managers and supervisors | 410 | 2 | X | | 6 |
| 378. | Develop transition plans for turnover and retirements | PDRD HR and all managers and supervisors | 410 | 2 | | X | 6 |
| 379. | Develop program where new hires can be on board prior to position being vacant | City Human Resources Manager | 411 | 3 | | X | 6 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 380. | Add $175,000 for training budget | City Council | 413 | 1 | X | | 6 |
| 381. | Review training budgets, section by section | Human Resources Manager and all managers and supervisors | 413 | 3 | | X | 6 |
| 382. | Increase use of supervisors and managers academy | Department Director and Executive Teamr | 414 | 2 | X | | 2 |
| 383. | Conduct a 360 degree evaluation for all managers and supervisors | City HR or consultant | 415 | 1 | X | | 2 |
| 384. | Hire a consultant for creation of PDRD logo and branding | Public Info & Program Mktg Mgr | 415 | 3 | | X | 2 |
| 385. | Update SOP for receptionist function | Public Info &Program Mktg Mgr and HR | 416 | 3 | | X | 6 |
| 386. | Add button for receptionist desk | Support Services | 417 | 3 | X | | - |
| 387. | Add one Public Information Specialist for public information | Public Info & Mktg Mgr | 417 | 2 | X | | 6 |
| 388. | Conduct detailed analysis of phone issues | Public Information Specialist | 418 | 1 | X | | 2 |
| 389. | Add one Public Information Specialist for website | Public Info & Mktg Mgr | 419 | 2 | X | | 6 |
| 390. | Change checklist and forms outside the Rules process | Support Services | 420 | 2 | X | | 7 |
| 391. | Develop SOP for Rules process | Support Services | 424 | 1 | | X | 7 |
| 392. | Automate notices to stakeholders | Bus Proc Spec | 424 | 2 | X | | 7 |
| 393. | Reduce timelines for Rules process | Bus Proc Spec | 424 | 1 | X | | 4 |
| 394. | Clarify Stakeholders in Rules process | Bus Proc Spec | 424 | 2 | X | | 7 |
| **TECHNOLOGY** | | | | | | | |
| 395. | Set three day standard for certain AMANDA changes | Bsns System Analyst Supv and CTM | 439 | 2 | X | | 5 |
| 396. | Enforce AMANDA data entry requirements | Bsns System Analyst Supv | 439 | 1 | X | | 5 |
| 397. | Improve smart data entry in AMANDA | Bsns System Analyst Supv and CTM | 440 | 2 | | X | 5 |
| 398. | Automate interface between AMANDA and AFS3 General Ledger | Bsns System Analyst Supv | 440 | 2 | | X | 5 |
| 399. | Expand AMANDA training program | Bsns System Analyst Supv and HR Manager | 441 | 2 | X | | 5 |
| 400. | Prepare regular reports on application performance | Bsns System Analyst Supv | 441 | 1 | X | | 4 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 401. | Prepare weekly or bi-weekly performance reports | Bsns System Analyst Supv | 441 | 2 | X | | 4 |
| 402. | Provide online training materials for AMANDA | Bsns System Analyst Supv and HR Manager | 441 | 2 | X | | 5 |
| 403. | Integrate AMANDA 6.1 with EDIMS software | Bsns System Analyst Supv and CTM | 442 | 2 | | X | 5 |
| 404. | Deploy AMADA Mobile to inspectors | Bsns System Analyst Supv | 442 | 2 | X | | 5 |
| 405. | Explore field printing for inspectors | Bsns System Analyst Supv | 442 | 2 | X | | 5 |
| 406. | Proceed to implement AMANDA 4.4 to 6.1 | Bsns System Analyst Supv | 443 | 1 | X | | 5 |
| 407. | Work on new reporting software | Bsns System Analyst Supv | 443 | 1 | X | | 5 |
| 408. | Look ahead to updated AMANDA or replacement | Bsns System Analyst Supv | 444 | 2 | | X | 5 |
| 409. | Media campaign for online applications | Bsns System Analyst Supv | 445 | 2 | X | | 5 |
| 410. | Complete AMANDA Customer Portal II | Bsns System Analyst Supv and CTM | 445 | 1 | X | | 5 |
| 411. | Expand AMANDA Customer Portal to all PDRD application | Bsns System Analyst Supv and CTM | 445 | 1 | X | | 5 |
| 412. | Intake digital plans at all intake counters | Bsns System Analyst Supv | 446 | 1 | X | | 5 |
| 413. | Relax scaling requirements for paper submittals | Bsns System Analyst Supv | 446 | 2 | X | | 5 |
| 414. | Implement ProjectDox | Bsns System Analyst Supv and CTM | 446 | 1 | X | | 5 |
| 415. | Integrate ProjectDox with AMANDA Customer Portal II | Bsns System Analyst Supv and CTM | 446 | 1 | X | | 5 |
| 416. | Implement EDIMS for all PDRD document management functions | Bsns System Analyst Supv | 447 | 2 | X | | 5 |
| 417. | Formalize document retention policies | Bsns System Analyst Supv and document librarian | 447 | 2 | X | | 5 |
| 418. | Expand Use of GIS | Bsns System Analyst Supv | 448 | 3 | | X | 5 |
| 419. | Add two GIS staff | Bsns System Analyst Suprv | 449 | 1 | | X | 6 |
| 420. | Automate maintenance of land use data | Bsns System Analyst Supv | 449 | 3 | | X | 5 |
| 421. | Add an additional IT staff to PDRD | Bsns System Analyst Supv | 449 | 1 | X | | 6 |
| 422. | Update Development Web Map software | Bsns System Analyst Supv | 450 | 3 | X | | 5 |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 423. | Provide direct two-way linkage between AMANDA and GeoCortex GIS viewer | Bsns System Analyst Supv | 450 | 2 | X | | 5 |
| 424. | Purchase additional copies of Adobe Creative Suite | Bsns System Analyst Supv | 451 | 3 | X | | 5 |
| 425. | Create additional statistical reports on customer wait times | Bsns System Analyst Supv | 452 | 2 | X | | 4 |
| 426. | Change video feed in DAC | Bsns System Analyst Supv and Public Info Program Marketing Manager | 453 | 3 | X | | 2 |
| 427. | Improve website to improve intuitiveness | Bsns System Analyst Supv and Public Information Program Marketing Manager and CTM | 454 | 2 | X | | 2 |
| 428. | Designate person re oversee PDRD Website | Public Information and Program Marketing Manager | 455 | 2 | X | | 2 |
| 429. | Implement changes to PDRD website as identified | Public Information and Program Marketing Manager | 455 | 2 | X | | 2 |
| 430. | Provide telephone system training | Bsns System Analyst Supv and Public Information and Program Marketing Manager | 456 | 2 | X | | 2 |
| 431. | Prepare reference guide for misdirected calls | Bsns System Analyst Supv and Public Information and Program Marketing Manager | 456 | 2 | X | | 2 |
| 432. | Implement automated voicemail-to-text | Bsns System Analyst Supv and CTM | 456 | 3 | | X | 5 |
| **BOARDS AND COMMISSIONS** | | | | | | | |
| 433. | Reduce the number of Boards and Commissions | City Council | 468 | 2 | X | | - |
| 434. | Keep size of Boards and Commissions to 5 or 7 | City Council | 468 | 3 | X | | - |
| 435. | Boards and Commission members to undergo training | City Council | 468 | 2 | X | | - |
| 436. | Joint bi-annual meetings with BOA and City Council | City Council | 470 | 2 | | X | - |
| 437. | Improve noticing for BOA hearings | DAC | 470 | 1 | X | | 7 |
| 438. | Require technical staff report on BOA applications | DAC | 471 | 1 | X | | - |
| 439. | Increase fee for BOA cases | Financial Manager | 471 | 2 | X | | 1 |
| 440. | Consider reassigning BOA cases to another group | PDRD Director | 471 | 2 | X | | 2 |
| 441. | Set minimum qualifications for Building and Fire Code Board of Appeals | City Council | 472 | 2 | | X | - |
| 442. | Change by-laws for Building and Fire Code Board of Appeals | City Council | 472 | 3 | | X | - |

| # | Recommendation | Responsibility | Page | Priority | Phase One Actions | Phase Two Actions | Implements Key Priority Area Numbers |
|---|---|---|---|---|---|---|---|
| 443. | Consider increasing members of Design Commission while keeping member qualifications requirement | City Council | 474 | 3 | | X | - |
| 444. | Consolidate Electrical Board with Building and Fire Code Board of Appeals | City Council | 475 | 2 | X | | - |
| 445. | Change member qualifications for Electric Board | City Council | 475 | 2 | X | | - |
| 446. | Expand responsibilities of Electric Board | City Council | 475 | 3 | | X | - |
| 447. | Consolidate Mechanical, Plumbing and Solar Board with Building and Fire Code Board of Appeals | City Council | 479 | 2 | X | | - |
| 448. | Change qualifications for Mechanical, Plumbing and Solar Board | City Council | 479 | 2 | X | | - |
| 449. | Expand responsibilities of Mechanical, Plumbing and Solar Board | City Council | 479 | 2 | X | | - |
| 450. | Schedule bi-annual meetings between the PC and City Council | City Council | 482 | 2 | X | | - |
| 451. | Commission action should not be postponed to a future meeting because one member cannot attend the meeting. | Commission chairpersons | 482 | 2 | X | | 7 |
| 452. | PC and ZAP to use same citizen comment sign-in system | PDRD staff | 482 | 2 | X | | 7 |
| 453. | Determine which items require legal council | Current Planning Manager | 483 | 2 | X | | 7 |
| 454. | Add revision notes to Board and Commission work books | Current Planning Manager | 483 | 3 | X | | 7 |
| 455. | Additional training for all Board and Commission members | Current Planning Manager | 483 | 2 | X | | - |
| 456. | Assign responsibilities of the Residential Design and Compatibility Commission to the Board of Adjustment | City Council | 485 | 2 | X | | - |
| 457. | Encourage members of the RDCC to seek appointment to other City Commissions | RDDC members | 485 | 3 | | X | - |
| **CUSTOMER PERCEPTIONS** | | | | | | | |
| 458. | Review customer material to determine improvement areas and forward comments to appropriate chairpersons | PDRD, other departments, Boards and Commissions | 491 | 1 | X | | - |
| 459. | Review detailed comments in Question 42 and forward comments to appropriate chairpersons | PDRD, other departments, Boards and Commissions | 495 | 1 | X | | 3 |
| 460. | Review detailed comments in Questions 18 and 19 | PDRD, other departments, Boards and Commissions | 495 | 1 | X | | 3 |
| 461. | Review all customer negative responses | All PDRD managers | 496 | 1 | X | | 2 |
| 462. | Review three questions related to website | Website manager | 497 | 2 | X | | 2 |

Before the City begins implementing this study, we suggest that it take the following action.

**1.** *Recommendation*: **The Director of the Planning and Development Review Department, and the City Manager should review the study and agree on an implementation plan, which should include:**

- An agreed-upon timetable and work program;
- Costs estimates and method of funding;
- Methods to communicate with Stakeholder groups; and
- Action on budget and policy matters by the Mayor and City Council.

The Planning and Development Review Department already has many important tasks they are undertaking and may find the 462 recommendations overwhelming. However, as improvements take place and staff becomes empowered to change, the City may be surprised at how fast implementation can occur.